

6 March 1959

Personal Effectiveness Abroad

This course is a seminar on cultural and personal factors in developing the effectiveness of agency personnel abroad. It offers those special understandings and skills essential in dealing with other-culture persons, and for successful living in the foreign society. A comparative study is made of the American in his own society and with foreign nationals in their respective societies. The comparison is made against a background of forces governing the behavior and attitudes, the actions and reactions of the individual and of social groups.

The course is designed to make the participant aware of the areas of correspondence and difference between his accustomed ways of life and those of the foreign society in which he is to operate. He comes to understand the nature of the physical, psychological and cultural factors operating in his contacts within the foreign society. He is taught to identify the correct "buttons" to push for effective personal relations with foreign nationals through a study of the accepted forms of behavior in the foreign society. In the limited time available the participant also practices the forms of behavior in situational presentations which duplicate the actual problems he will face abroad.

The schedule, given below, consists of an introductory phase for defining the problems, a section reviewing the findings of the behavioral sciences in regard to the problems, and a comparative study of the ways of life of three foreign societies and the American society. In the concluding section the understandings of the class are tested against case data as found in the experiences of Americans who have returned from living and working in a foreign society.

The problems of effective adjustment to a foreign environment have only recently come under systematic study, and are as yet incompletely understood. The course is therefore in the nature of a pilot study in which the classroom is a laboratory for examining the problems and possible answers. Course materials are presented through a combination of lectures, panel discussions, demonstrations and situational skits. Readings are assigned in advance, and the background and experiences of the participants will provide important materials for the learning process. For further information contact [redacted] or [redacted]

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I. Introduction

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Monday, March 30, 0900 - 1230

Introduction to the Course. Where we are going; what ground we propose to cover and in what order we shall proceed; introduction to the problems of overseas adjustment; nature and mechanics of the course; getting acquainted - the background and experiences of the participants.

Tuesday, March 31, 0900 - 1230

Factors in Developing Personal Effectiveness Abroad. The problems and where we can look for answers: the phenomena of entering a foreign society to live and work; participants' discussion of the "Ugly American"; the role of the behavioral sciences in providing method and approach for increasing effectiveness abroad.

II. Concepts and Methods for increasing Personal Effectiveness

Wednesday, April 1, 0900 - 1230

Understanding Man. Racial and cultural factors in understanding man today: the development and present distribution of racial, linguistic, ethnic and national groups; the meaning of racial difference; recognizing who you are and with whom you are dealing; universals in human nature - basic approaches to other-culture persons and groups in developing effective relations.

1230 - 1500. Lunch and informal discussion with visiting lecturers.

Thursday, April 2, 0900 - 1230

Basic Factors in Human Motivation and Behavior. An examination of the various theories of human motivation in understanding what makes men behave as they do: bio-cultural man - the major biological and cultural factors in explaining behavior; the configuration of cultures and the development of "national character"; value premises behind human actions; social change and the historical factor - the importance of these factors in understanding yourself and the foreigner.

Friday, April 3, 0900 - 1230

The Learning Process. Psychological factors in the development of the individual's behavior patterns; drives, cues, responses, the reward principle; how to teach "old dogs new tricks" - the factors involved in learning new patterns of behavior in the foreign society while still retaining the values of one's own society.

Monday, April 6, 0900 - 1230

Social Communication. The problems and possibilities of effective communication between the American and the foreigner overseas: language and culture - the relationship between language, thought and behavior; symbols and human relations - the place of spoken and written language, gestures, rites, art, games, and intellectual life in the total culture. Ways and means of developing more effective personal communication abroad.

Tuesday, April 7, 0900 - 1230

Cross-cultural Behavior. The individual in his own society and in the foreign society: social structure and the individual - relationships between the castes and the classes; the problem of the alien in a society - discrimination, acceptance and rejection, penetrating the circles of society as a foreigner; case data on the cross-cultural experience - the foreigner adjusting to American society.

Wednesday, April 8, 0900 - 1230

Understanding the American. American viewpoints and prospectives in determining "What is an American?" The structure of American society class, ethnic group, area and occupational group and their interactions. Historical factors in understanding American values and personality types; comparison of participants' patterns of thinking and behavior in the problem of "knowing thyself".

Thursday, April 9, 0900 - 1230

Personal Adjustment in American Society. The ways in which we are accustomed to adjusting to living and working in our society as basic in understanding our attempts to adjust in foreign societies: how to win friends and influence people in America - problems of applying these techniques abroad; consequences of lack of adjustment in mental and physical disorders and ineffectiveness; reactions of various kinds of Americans abroad.

III. The Foreign Society

We have reviewed the theories and concepts which are basic for approaching the problems of personal effectiveness abroad and brought the salient factors into focus in a survey of the American in his society. We now turn to an analysis of the functioning of these factors in specific foreign societies [REDACTED]

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Friday, April 10, 0900 - 1230

Within the Foreign Society. What it takes to understand how the foreign society works and how to develop skills in dealing with foreign nationals and groups - analyzing and working in the [REDACTED] society: getting the necessary understandings - written sources, the interview, the participant observer; experiences in developing interpersonal skills - language and gesture, the social amenities, distinguishing the various kinds of [REDACTED] political climates and interpersonal relations; principles of approach useful in any foreign society - what the foreigners like about Americans.

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1230 - 1500. Lunch and informal discussion with visiting lecturer.

Monday, April 13, 0900 - 1230

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Gaining the Foreign Viewpoint. A panel of persons representing the viewpoints of foreign societies () compare and contrast their value systems and social structures with each other and with the American system in a cross-cultural analysis: importance of and ways for "seeing through the eyes of the foreign national"; the realities of the international setting and current events in the light of foreign viewpoints. Exercises by participants in gaining the foreign viewpoint.

Tuesday, April 14, 0900 - 1230

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Adjusting to Foreign Living. The foreign viewpoint panel compares and contrasts problems of the American and his dependents in adjusting to life in their respective societies: getting settled; interpersonal relations in public, with servants, co-workers and staff assistants, business and government contacts; hospitality; dealing with various types of foreign nationals under varied circumstances; how to be a respected alien; situational presentations contrasting right and wrong ways of behavior; interpersonal relations practice for participants, contrasts with American ways.

1230 - 1400. Lunch () Lunch with () food, decor and behavior.

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Wednesday, April 15, 0900 - 1230

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Work in the Foreign Society. The foreign viewpoint panel compares and contrasts ways and means of "winning friends and influencing people" in their respective societies: the nature of friendship - steps in the process of becoming a significant acquaintance; achieving desired ends - who to deal with and how; handling awkward situations; participating in the intellectual and artistic life of the foreign society. With situational presentations and participant practice of interpersonal relations exercises.

1230 - 1400. Lunch () Lunch with () food, decor and behavior.

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Thursday, April 16, 0900 - 1230

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The Problems of Agency Personnel Abroad. An examination of the intercultural and interpersonal factors involved in basic agency operational situations in three foreign societies under study.

1230 - 1400. Lunch () Lunch with () food, decor and behavior.

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IV. The Techniques for Personal Effectiveness Abroad

Having reviewed the theory and practice for personal effectiveness in foreign societies we are now in a position to evaluate the actual experiences of Americans who have returned from living and working abroad. In this concluding section of the course we are interested in testing our understandings against specific case data thereby delineating those techniques which promise best to develop optimum effectiveness in operating abroad.

Friday, April 17, 0900 - 1230

The Foreign Correspondent Overseas. A panel discussion of individual experiences by a group of American foreign correspondents; the techniques for personal effectiveness abroad examined through actual case data with special emphasis on particular problems involved in the job mission. Participants take up major case problems and solutions with panel and with the help of a foreign national from the area in which they occurred.

Monday, April 20, 0900 - 1230

The Missionary overseas. Same format as April 17 with a group of American missionaries returned from overseas.

Tuesday, April 21, 0900 - 1230

The Businessman overseas. Same format as April 17 with a group of American businessman returned from overseas.

Wednesday, April 22, Thursday April 23, Friday, April 24. All Day.

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Recapitulation and Assessment of Progress. Participants and instructors meet [REDACTED] for discussions and special features which they would like to take up. This is a time for recapitulation of our experiences and assessment of our learning to date, and the posing of additional problems which may be attached in the concluding part of the course.

Monday, April 27, 0900 - 1230 and 1330 - 1630.

Participants' Conclusions. Participants discussion of techniques and approaches for optimum personal effectiveness abroad in the form of three panel groups: Results and problems for future consideration.

Tuesday, April 28, 0900 - 1230

Conclusions. Course summary and conclusions; participants' critique of course.

Outline of PAWEL 2

Enhancement of those Characteristics which make
for Effectiveness Abroad.

1. Professional Skill - Plus.
Outside scope of current study. Better accomplished as part of other normal training.
2. Satisfactory Physical Condition.
Outside scope of current study. Medical staff should be alert to requirements in particular tasks and areas.
3. Job Satisfaction. (Dedication, morale, motivation).
Outside scope of current study. Wish to draw attention to importance of:
 - a. Instilling job satisfaction as part of other training.
 - b. Headquarters actions to enhance morale at overseas stations.
 - c. Responsibilities of overseas supervisors for morale of staffs.
4. Cultural Empathy Potential.
 - a. Selection
 - b. Understanding the fact of cultural differences.
 - c. Understanding U.S. and his own cultural pattern.
 - d. Know techniques for determining a cultural pattern.
 - e. Area and language study.
5. Psychological Empathy Potential.
 - a. Selection.
 - b. Understand U. S. and his own psychological pattern.
 - c. Know the techniques for determining a psychological pattern.
 - d. Sense of communication by other means as well as language.
 - e. Understand interrelationship of psychological and physiological reactions.
6. Sense of Politics.
 - a. General understanding of political processes and their relationship to his job.
 - b. Detailed knowledge of political processes in area and country of assignment.

7. Sense of Organization.
 - a. Team player.
 - (1) Company organization and procedures.
 - (2) Country Team Concept.
 - b. Group dynamics.
 - c. Organization and management of foreign groups.
8. Satisfactory Family Situation.
 - a. Selection.
 - b. Responsibility of Americans Abroad.
 - c. Area and language study.